

# LONG RANGE INTERPRETIVE PLAN

## HUBBELL TRADING POST NATIONAL HISTORIC SITE

1997

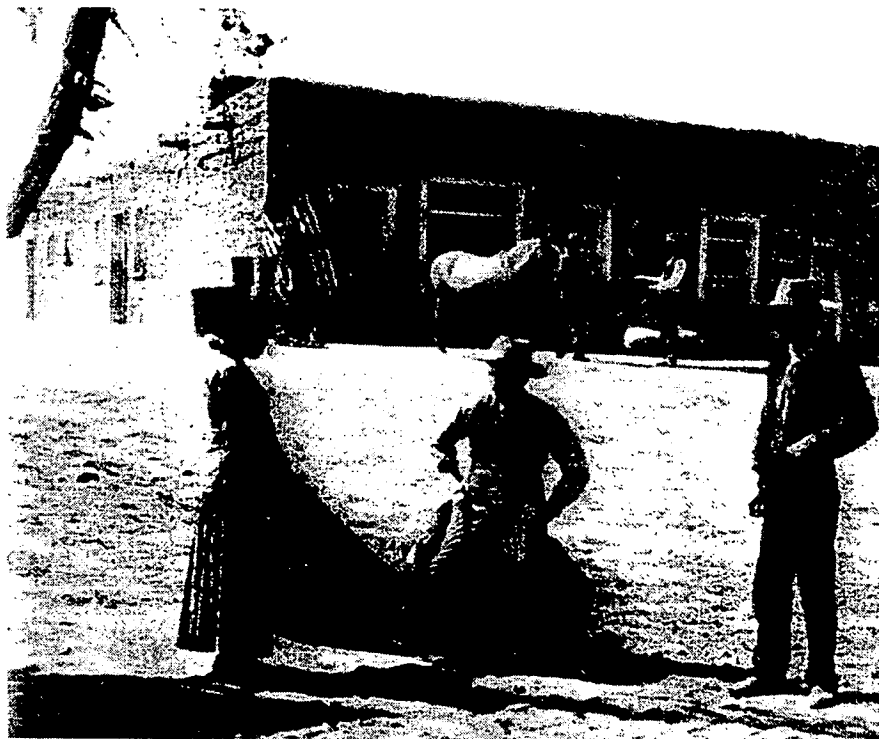




## Hubbell Trading Post National Historic Site

Since John Lorenzo Hubbell started trading in the Ganado, Arizona area in 1876, this site has helped bridge the people of the Navajo Nation to the cultures surrounding it. Little has changed. Navajos still stop to buy (or trade for) goods, then linger to exchange local news. Weavers still practice their skills here. Visitors still stop to buy rugs, jewelry, or other arts and crafts. Day in and day out, cultures from around the world mingle here and learn from each other.

This is what makes this place special. No national figure ever lived here. No battle was fought here. No superlative natural resource exists here. The primary purpose of Hubbell Trading Post National Historic Site is to preserve the tradition of trading, buying, and selling that has occurred at this location for more than a century. Day in and day out, this unique Southwest institution continues to make history.



*John Lorenzo Hubbell trades for a Navajo blanket in front of his trading post in the 1890s.*

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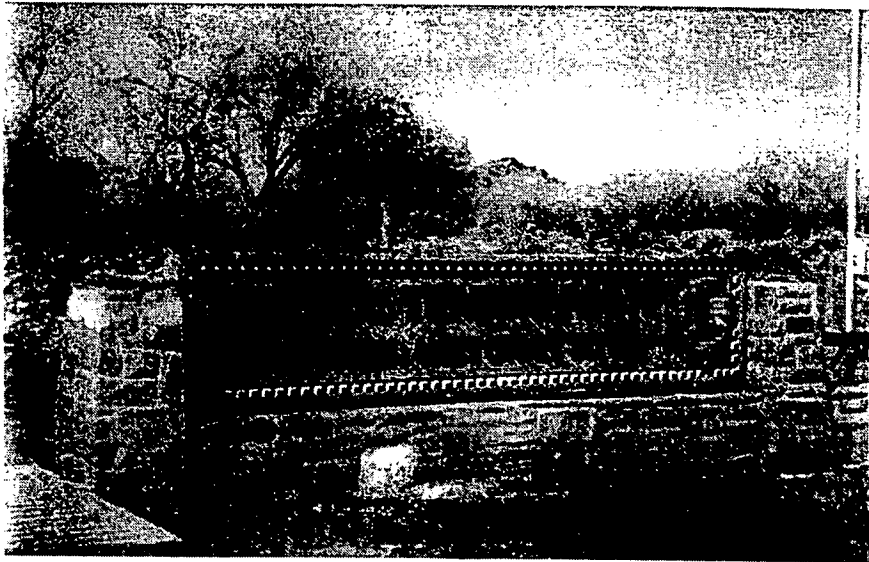
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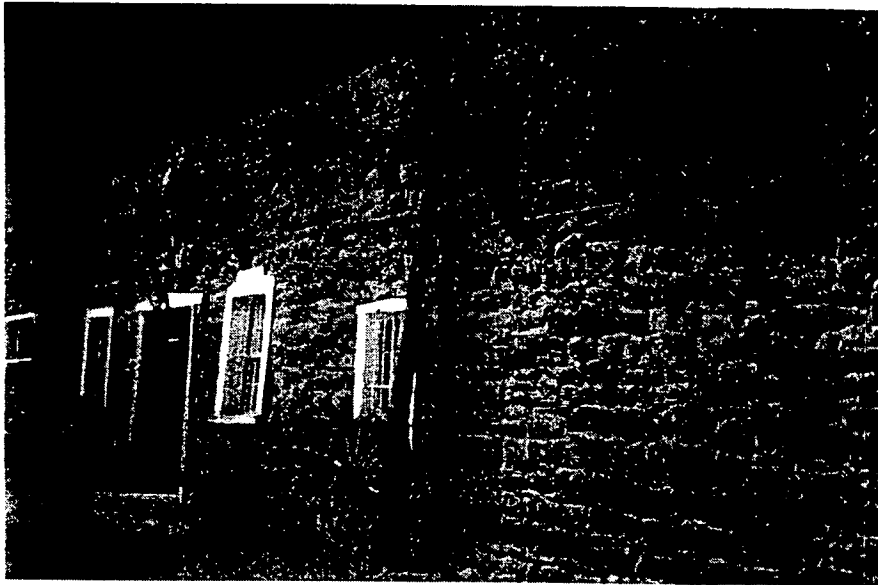
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*Hubbell Trading Post NHS entrance sign (above) and  
Trading Post entrance (below), 1997.*



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## **I. PLANNING PROCESS**

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This Long Range Interpretive Plan (LRIP) recommends actions that should occur over the next 10 years. Some of these recommended actions, in fact, were already being implemented as this plan was printed. This LRIP, along with an Annual Interpretive Plan and Interpretive Database to be compiled by the park staff, will constitute the Comprehensive Interpretive Plan as outlined in the 1996 version of NPS-6, chapter 3.

Harpers Ferry Center's (HFC) involvement on this LRIP began in February 1997. Drawing on the park staff's results from their own Purpose & Significance Workshops in 1995 and 1996, the HFC Team Captain drafted much of the Site Background section before traveling to the park. During a Scoping Trip in March, the HFC Team Captain met with the park staff to review the draft Site Background section, gather information for the Existing Conditions section, and find out what interpretive issues needed to be addressed by an Interpretive Planning Team.

The park superintendent and Team Captain then selected the Interpretive Planning Team to include members from the park staff, former park employees, the Navajo Nation, Support Office staff, and Harpers Ferry Center media divisions. During a three-day workshop in May, the team refined the Site Background section, reviewed the Existing Conditions section, and discussed the park's signage, interpretive media, and personal services issues. The consensus recommendations from that workshop are recorded in the middle sections of this LRIP.

During September, as the park finalized its Government Performance and Review Act (GPRA) Strategic Plan, the Team Captain drafted the LRIP sections on staffing, partnerships, and implementation. Together with the GPRA Goals stated in the Strategic Plan, this LRIP sets the park's course into the next century and beyond.

# Hubbell Trading Post NHS Enabling Legislation



Public Law 89-148  
89th Congress, H. R. 3320  
August 28, 1965

## An Act

To authorize the establishment of the Hubbell Trading Post National Historic Site, in the State of Arizona, and for other purposes.

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That, for the purpose of establishing the Hubbell Trading Post National Historic Site, the Secretary of the Interior is authorized to purchase with donated funds or funds appropriated for the purpose, at a price to be agreed upon between the Secretary and the owner or owners, not to exceed the fair market value, the site and remaining structures of the Hubbell Trading Post at Ganado, Arizona, including the contents of cultural and historical value, together with such additional land and interests in land as in his discretion are needed to preserve and protect the post and its environs for the benefit and enjoyment of the public: *Provided*, That the total area so acquired shall not exceed one hundred and sixty acres: *Provided further*, That the amount of land retained for the purpose hereinbefore stated shall not be in excess of that amount of land reasonably required to carry out the purposes of this Act, and any excess land, together with water rights, shall be offered for sale to the Navajo Indian Tribe at a price per acre equal to the per-acre price paid for the total area, excluding structures and contents thereof.*

Sec. 2. Upon a determination by the Secretary of the Interior that sufficient land, structures, and other property have been acquired by the United States for the national historic site, as provided in section 1 of this Act, such property shall be established as the Hubbell Trading Post National Historic Site, and thereafter shall be administered by the Secretary of the Interior in accordance with the provisions of the Act of August 25, 1916 (39 Stat. 525), as amended. An order of the Secretary, constituting notice of such establishment, shall be published in the Federal Register.

Sec. 3. There are hereby authorized to be appropriated not more than \$952,000 for the acquisition of lands and interests in land and the contents of the Hubbell Trading Post which are of cultural and historical value and for development costs in connection with the national historic site as provided in this Act.

Approved August 28, 1965.



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## II. SITE BACKGROUND

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### A. Purpose

The purpose of the National Park Service, as stated in its Organic Act of 1916, is *"to conserve the scenery and the natural and historic objects and the wildlife therein, and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."*

Hubbell Trading Post NHS's primary purpose is derived from Public Law 89-148 enacted by Congress on August 28, 1965 which authorized the purchase of the *"site and remaining structures of the Hubbell Trading Post at Ganado, Arizona, including the contents of cultural and historical value...to preserve and protect the post and its environs for the benefit and enjoyment of the public."*

Further, during the hearings of the Committee on Interior and Insular Affairs in 1965 concerning Hubbell Trading Post NHS, testimony indicated that *"arrangements should be worked out to have it operated along the lines close to those that were in effect when it was an active post."* Therefore, the purpose of Hubbell Trading Post NHS is to:

- 1. Preserve and protect the natural and cultural resources of Hubbell Trading Post and its environs.**
- 2. Operate the trading post in its traditional manner – an active place of business where people can trade, buy, and sell goods and where multiple cultures interact.**
- 3. Perpetuate the development of authentic Native American arts and crafts.**
- 4. Interpret the history and ethnography of the Native Americans of the Southwest and their relationship with Hubbell Trading Post.**
- 5. Maintain the intangible elements that emanate from the site's materials, spatial organization, and customs.**

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## **B. Significance**

Hubbell Trading Post National Historic Site is significant because (numbers for reference; not in priority order):

**1. Hubbell Trading Post NHS is an outstanding example of a trading post in the southwestern United States.**

Trading posts were once common in the Southwest. By the early 1900s, trading posts existed throughout the Navajo Nation. Over time, John Lorenzo Hubbell and his family owned more than 30 of these posts. However, because of the integrity of this site's historic resources and its continual use as a trading center for almost a century, it was selected to be added to the National Park System as a prime example of a trading post in the southwestern United States.

**2. Hubbell Trading Post continues its role as a trading post so that its historic roots blend into today's needs.**

John Lorenzo Hubbell operated a trading post here from 1876 until his death in 1930. Then his two sons ran the post until their deaths: John Lorenzo Jr. in 1942 and Roman in 1957. For the next decade, Roman's wife, Dorothy, managed the post. In 1967, two years after Congress authorized Hubbell Trading Post National Historic Site, trading operations were turned over to Southwest Parks & Monument Association (SPMA). Today, the SPMA trader/manager continues the tradition of running this trading post in a way that is reminiscent of an earlier era of southwestern Anglo, Hispanic, and Native American history, while maintaining the trading post's contemporary ties to the local community.

**3. Hubbell Trading Post NHS fosters the ongoing development of authentic Native American arts and crafts.**

Weaving, basket making, silversmithing, pottery, and carving have flourished in this region for centuries. Navajo, Hopi, and other regional tribes have developed world-famous designs. Hubbell Trading Post continues its tradition of encouraging local Native American artists to practice and develop their arts and crafts.

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## **B. Significance (continued)**

### **4. Hubbell Trading Post NHS provides the opportunity for understanding among people from different cultures.**

People interact here. Visitors from throughout the United States and around the world come here to buy authentic arts and crafts made by Native Americans. At the same time, Native Americans stop to buy goods and sell their crafts here. By perpetuating and encouraging this interaction, the trading post fosters education and communication.

**5. John Lorenzo Hubbell influenced — and was influenced by — local politics and federal government policies.** After the Department of War established the reservation system spelled out in the Treaty of 1868, Indian agents used Hubbell and other traders to help explain new government policies to Navajos and other area tribes. Later, as the Apache County sheriff, Hubbell enforced local laws. Throughout his day-to-day dealings as a trader, Hubbell affected the economy, irrigation, agricultural, herding, and building practices of the local Navajos. His political connections allowed him to retain his 160-acre homestead within the Navajo Nation's reservation. Hubbell's political and business influence extended across much of northern Arizona.

### **6. Hubbell Trading Post NHS's curatorial collection tells the story of the diverse interests of the Hubbell family.**

The Hubbells' diverse collection of Native American rugs and blankets represents the family's relationship with local weavers. The jewelry collection made by local silversmiths is world class. These collections of artifacts and fine art — along with thousands of archives and ethnographic materials — provide a glimpse into the multi-faceted lives of John Lorenzo Hubbell and his family.

**7. Hubbell Trading Post NHS possesses extensive documentation of the site's use since the 1870s.** The site staff continues to acquire, catalog, and maintain records of a vast collection of historic documents, photographs, objects, and oral histories.

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## **B. Significance (continued)**

**8. Hubbell Trading Post NHS contains evidence of about 2000 years of human habitation.** The 160 acres of Hubbell Trading Post NHS contain at least 14 archeological sites as well as the historic Hubbell buildings. The history of human occupation of this area is represented here – from ancestral Puebloan to Navajo, and from Spanish-Mexican to Anglo-European settlers.

**9. Hubbell Trading Post NHS preserves historic resources and a cultural landscape that define this site's character.** The site's resources allow visitors a chance to take in many sensory experiences rarely found today: from the dusty parking lot to the trading post's dark interiors, from squeaky wooden floors to the aroma of foods, from the textures of rugs to the taste of fruits. Here, visitors use all five senses as well as an intangible sixth sense of human feelings associated with this site. This element of site significance is difficult to articulate, but easy to feel when walking among the park resources.



*The trading post wareroom (above) about 1885 with Hubbell at far left.*

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### **C. Management Goals**

**The mission of Hubbell Trading Post NHS is to preserve, protect, and interpret the post and its environs for the benefit and enjoyment of the public. The trading post is to be conserved as a functional, viable operation, reflecting on-going traditional trading relationships.**

The above mission statement from HUTR's GPRA Strategic Plan of 1997 provides the basis for the Mission Goals below:

Mission Goal Ia: The natural and cultural resources and associated values including the historic objects, structures and cultural landscape of Hubbell Trading Post NHS are protected, restored, maintained, and managed in good condition, within their cultural context.

Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and interpretive opportunities.

Long-term Goal: By September 30, 2002, 85% of park visitors are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and interpretive opportunities.

Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

Long-term Goal: By September 30, 2002, 70% of park visitors understand and appreciate the significance of Hubbell Trading Post NHS.

Mission Goal IVa: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

Mission Goal IVb: Hubbell Trading Post NHS increases its managerial resources through initiatives and support from other agencies.

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#### **D. Interpretive Themes**

Interpretive themes are those concepts or stories that are central to a park's purpose, significance, and mission. Every visitor should have the opportunity to be exposed to these themes through the park's personal services program, the interpretive media, or both.

The following themes form the foundation of the interpretive program at Hubbell Trading Post National Historic Site.

- 1. Humans have lived in the vicinity of Hubbell Trading Post for about 2,000 years, drawn to the intermittent waters and riparian landscape along the Pueblo Colorado Wash.**
- 2. Navajos have remained a culturally distinct Native American tribe. Their culture is reflected in many ways at Hubbell Trading Post National Historic Site.**
- 3. Articles originally made by peoples of the Southwest for daily use and trade were marketed and promoted by John Lorenzo Hubbell and other traders through catalogs and nationwide shows to Americans who preferred to buy handmade arts and crafts instead of mass-produced items.**
- 4. Trading posts were – and still are – more than stores; they remain points of cultural exchange, social gathering places, and forums for discussing community issues.**
- 5. Traders in the Southwest influenced changes in the material culture of Native Americans who, in turn, influenced trading practices as their products were sold as pieces of art.**
- 6. A distinctive relationship exists between traders and Native Americans as they barter and exchange goods. The relative value of these goods is affected by local, national, and global economic conditions.**

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**D. Interpretive Themes (continued)**

**7. The trader's role went beyond simply exchanging goods; they also translated languages, explained government policy, encouraged education, settled quarrels, helped with medical needs, and advised on the design of arts and crafts.**

**8. This trading post – the oldest continuously operating post in the Southwest – was operated for 89 years by Hubbell and his families. The Hubbells were known for their hospitality to Navajo and non-Navajo artists, musicians, writers, scientists, photographers, soldiers, missionaries, and politicians.**

**9. The cultural landscape of the Hubbell homestead includes the agricultural, irrigation, and freighting operations that once supported Hubbell's trading post as well as the surrounding community.**



*Hubbell Trading Post in 1915*

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### **E. Visitor Experience Statements**

While experiencing the park's historic resources, visitor facilities, interpretive media, appropriate signing, and personal services, visitors will have an opportunity to:

- 1. Discern where to park their vehicle and recognize the trading post's entrance as they enter the parking area.**
- 2. Orient themselves to the site's historic resources and visitor facilities soon after they arrive.**
- 3. Encounter a variety of sensory experiences while walking through the trading post and grounds.**
- 4. Realize that this is an active trading post where they can buy, sell, or trade for arts, crafts, or other goods.**
- 5. Watch some transactions between the trader and Native American artists or the trader and his customers.**
- 6. Learn about the history, ethnography, and cultural customs of the Navajo people and other regional tribes.**
- 7. Walk around the Hubbell Homestead grounds by way of a ranger-led tour, a publication, or on their own.**
- 8. Visit the interior of the Hubbell Home, either on a house-only tour or as part of a longer grounds tour.**
- 9. Participate in at least one interpretive program during visitor hours, or interact with a park ranger.**
- 10. Observe a Navajo weaver and/or other Native American who is making authentic arts and crafts.**
- 11. Understand the significance of maintaining the ongoing tradition of trading at Hubbell Trading Post.**
- 12. Support this park's role in perpetuating the relationship between the Navajo people and trading posts.**



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## **F. Issues and Influences**

The following issues and influences may affect the park's interpretive program:

**1. Government Performance and Results Act (GPRA):**

Park management has responded to this new federal law by writing a Strategic Plan that includes long-term goals for the park's interpretive program. The extent to which the interpretive programs meet their GPRA goals may influence future park budgets.

**2. The Navajo Nation Tribal Government:**

Park management continues to communicate and cooperate with the local Navajo community and the Navajo Nation's legislative and executive offices and agencies on social and economic issues. These efforts should influence the park's interpretive efforts to integrate both the historic and contemporary perspectives of Navajos and other Native American cultures, and make the park more meaningful to the Navajo Nation.

**3. Southwest Parks & Monument Association (SPMA):**

Through this cooperating association, the park manages the trading post so that it keeps its historic traditions while balancing the needs of two different publics: local Native Americans, and visitors from across the United States and the world.

*Southwest Parks and Monuments Association was founded in 1938 to aid and promote the educational and scientific activities of the National Park Service. As a nonprofit organization authorized by Congress, it makes interpretive material available to park visitors by sale or free distribution.*

*All net proceeds support the interpretive and research programs of the National Park Service.*

*SPMA message (above) printed on their sales bags in 1997*

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### III. EXISTING CONDITIONS

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#### A. Off-Site Factors

**1. Ganado Businesses:** Only two small grocery stores operate in nearby Ganado. (SPMA employs more people from the local community at Hubbell Trading Post NHS than these two stores combined.) Hubbell Trading Post does not attempt to compete with other grocery stores, but operates under different guidelines for selecting stock. The day-to-day SPMA grocery operation at Hubbell Trading Post strives to maintain the balance of selling staple goods to local residents, preserving the site's historic nature, and meeting the contemporary needs and desires of community citizens and tourists.

**2. Ganado Dam:** About 1900, John Lorenzo Hubbell built a small diversion dam on Pueblo Colorado Wash three miles upstream from Hubbell Trading Post; however, that dam washed away a few years later. From 1918 to 1920, Hubbell and the Bureau of Indian Affairs built a new dam, and in the 1950s it was enlarged. By 1970, however, safety problems with the dam structure required draining the reservoir and shutting down the operation. In 1995-96, the Bureau of Reclamation helped the Navajo Nation rebuild the dam, which the Navajo Nation now owns and operates. Today, most of the water from Pueblo Colorado Wash is being diverted into the reservoir behind it.

Hubbell Trading Post will benefit from the dam's flood control function in the Pueblo Colorado Wash that threatened archeological resources at the site in recent years. Although the park may also be able to utilize the dam's irrigation potential to restore the site's historic landscape, a number of financial, logistical, resource management, and safety issues need to be resolved before undertaking this project.

**3. Arizona Dept. Of Transportation (ADOT):** In 1997, ADOT replaced and improved most of the directional signs to Hubbell Trading Post NHS along the local state-maintained highways. The park staff will stay in contact with ADOT and will routinely monitor the condition of the signs.

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#### **A. Off-Site Factors (continued)**

**4. New Church Building near park entrance:** A small church building has recently been constructed on land adjacent to the park entrance road. The effects of this new park neighbor – with its 20-car parking lot being used only on Sunday morning – should be minimal. However, the church's existence may spur ADOT officials to widen Highway 264 to make a left turn lane into the church parking lot as well as into the park entrance road.

**5. Tribal Permit Holders:** Navajo neighbors around the park often allow their cows, horses, and sheep to graze along the park's boundary fence. A nearby sewage lagoon emits odors which frequently waft through the park, and noise is generated when the sewage aerators are operating. The county has a permit for a road that crosses a corner of the park property. Hubbell Hill – an important landmark that contains the graves of John Lorenzo Hubbell, most of his family, and a Navajo friend – is actually located just outside the park boundary on tribal land.

**6. Navajo Nation:** As a government-to-government courtesy, the park staff needs to ensure that the appropriate Navajo Nation government officials are alerted to every major park activity or potential change. In particular, the Navajo Nation Historic Preservation Office in Window Rock should be advised on all actions regarding agricultural development, historic preservation activities, and other changes in the park.

**7. Apache County:** Hubbell Trading Post National Historic Site has proprietary law enforcement jurisdiction: When an incident occurs at the park, the park rangers with law enforcement commissions can handle the situation on their own, or call the Navajo Tribal Police or the Apache County Sheriff's Department. However, the Apache County sheriff's office is in St. Johns, 100 miles away, with only intermittent patrols in the Ganado area.

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## **B. On-Site Conditions**

**1. Park Entrance:** Visitors turning off Highway 264 enter the park on a paved road. Just inside the park boundary is a wooden park entrance sign on a low stone wall on the right. On the left side of the entrance is Dorothy Drive, a paved road leading to 10 one-story, single-family park houses and a short service road to the maintenance yard. The park staff plans to enhance these areas in the future by planting cottonwoods and other appropriate vegetation.

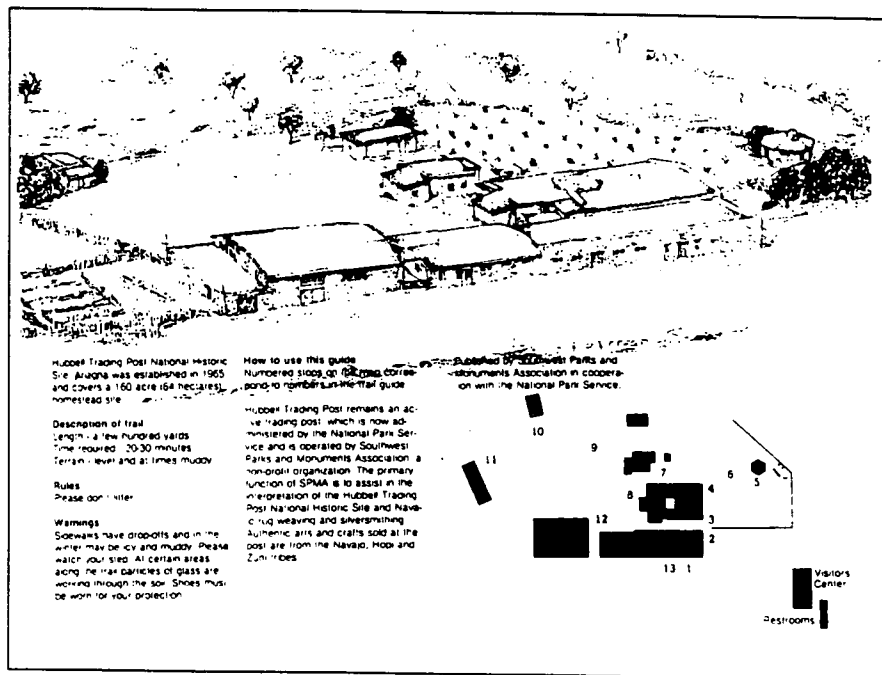
**2. Entrance Road:** Once past Dorothy Drive, visitors cross a small wooden bridge (with “weight limit,” “one-lane bridge,” and “hours of operation” signs), then drive about 100 yards down an improved gravel road, slowing at two speed bumps that help enforce the two 10 mph speed limit signs. On the right – just past the second speed bump – are three accessible parking spaces next to the visitor center and rest rooms.

**3. Parking Area:** As the entrance road ends at a large gravel parking area extending both left and right, most first-time visitors pause to size up the situation. Local, non-recreational customers and repeat visitors know there are no “designated” spaces and quickly look for a space close to the trading post door, or – in summer – look for a space in the shade. “No Parking” signs to the right of the parking area’s entrance (put up to protect cars parked there from being hit) confuse first-time visitors as to whether they can park anywhere to the right side of the parking area. Most visitors end up parking near the front of the trading post. Although the majority of visitors recognize the entrance to the trading post, many of them don’t look beyond to the grounds and other historic buildings – or notice them but assume that they are off-limits to visitors.

**4. Trading Post:** Local customers and most recreational visitors head straight for the trading post door that is posted “Entrance, Open 8 a.m. to 5 p.m.” (8 a.m. to 6 p.m. in late spring and summer). Inside the door, visitors enter the “bullpen,” a dark room with squeaky floors and sales items from groceries to gum and from soda to saddles. A small

## **B. On-Site Conditions (continued)**

door to the right (and down a ramp) leads to the "jewelry room" where Native American arts and crafts are displayed for sale along with books, postcards, and artifacts. Behind the jewelry room lies the "rug room" where hundreds of Navajo rugs are laid in stacks for visitors to look through and buy. Most visitors – both local and recreational – exit by the front door despite the existence of a side door in the jewelry room.



*Oblique art and map of Hubbell Trading Post NHS from the self-guiding trail booklet printed by SPMA.*

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### **C. Interpretive Media**

**1. Visitor Center signage:** Once outside the trading post, visitors make a decision to either go to their vehicle and leave, or tour the Hubbell Home, walk around the grounds, go to the visitor center, or any combination of these options. Unless a tour of the Hubbell Home is just starting, many visitors opt to go to the visitor center. Two signs on the railing of a wheelchair-accessible pedestrian bridge help direct visitors toward a former schoolhouse that was converted into park offices and visitor center in 1980. A sign on the door says "Welcome" in both English and Navajo.

**2. Visitor Center exhibits:** Most of the exhibits in this one-room visitor center were planned, installed, and altered by park staff over the past 17 years using the park's ONPS funds and SPMA funds. At the center of the room are three weaving looms placed in a triangular arrangement. When first entering the visitor center, most visitors are drawn to the weavers to watch them weave their intricately-patterned rugs. A visitor information desk is also in this room.

Adjacent to the weavers' looms is a small loom that visitors can use. A "touch table" with items that visitors can pick up and handle as well as a PIX interactive computer and keyboard system are also available for non-personal interpretation.

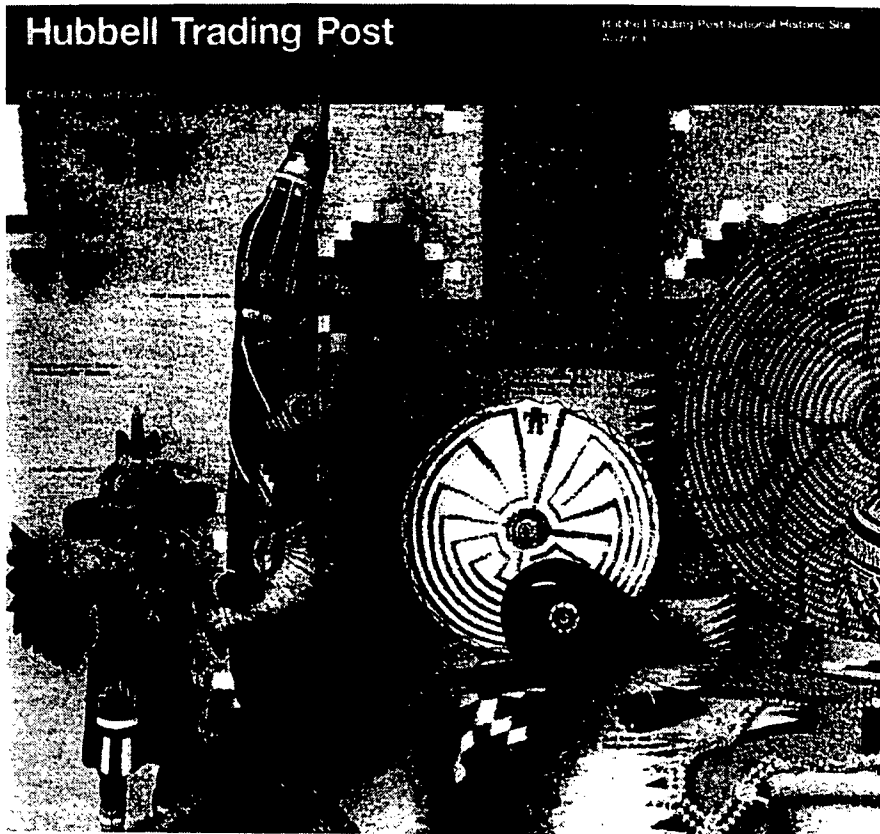
The center of the far right wall holds a traditional museum exhibit displaying objects and text that interprets "Traders" and "Navajos." Other objects are on display in some old-fashioned wood-and-glass cases, and a temporary display occupies space reserved for a silversmith (this position is currently vacant). An alcove behind the booth serves as storage for SPMA stock and a break room for the weavers.

Hanging on the walls around the visitor center is an assortment of flat exhibits, framed art, and posters.

### C. Interpretive Media (continued)

**3. Park publications:** Near the front door of the visitor center is a site orientation exhibit and racks for the HFC-produced park folder (revised and reprinted in 1997) and a variety of park-produced site bulletin handouts, all of which are free-of-charge.

Also near the front door are SPMA book cases which, along with a larger SPMA display in the back of the visitor center, holds dozens of book titles for sale. Besides books, SPMA also sells a booklet (currently \$1.00) produced to help guide visitors around the site's grounds.



*Park folder produced by Harpers Ferry Design Center, 1997*

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#### **D. Interpretive Staff**

**1. National Park Service rangers:** As of 1997, the NPS interpretive staff consists of three permanent park rangers (out of the park's 13 FTEs) and – if funding allows – one seasonal ranger. This staff includes:

Chief Ranger, GS-9/11, who plans the interpretive program, provides park protection, supervises the other rangers, and presents interpretive programs. (This ranger currently maintains a law enforcement commission and responds to alarms 24 hours a day.)

Park Ranger, GS-5/7/9, who presents interpretive programs, staffs the visitor center desk, and provides park protection. (This ranger also currently maintains a law enforcement commission.)

Park Ranger, GS-7, who presents interpretive programs, makes roving contacts, and staffs the visitor center desk.

Seasonal Ranger, GS-5, who presents interpretive programs and staffs the desk during the busy season(s).

On most days, only two rangers are on duty due to lieu days, annual/sick leave, and off-site meetings. Despite this small staff, the park is able to staff the visitor center desk 9 hours a day (10 hours in spring and summer), lead interpretive tours of the Hubbell Home, make roving contacts around the grounds, provide orientation in the trading post, and plan and present special events.



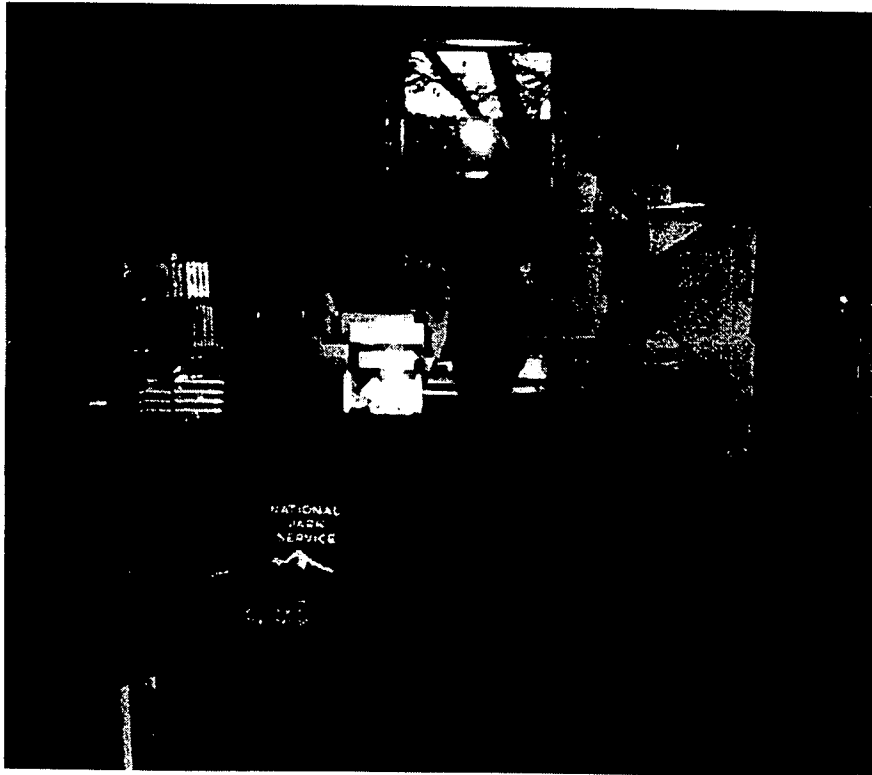
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### Interpretive Staff (continued)

#### **2. Southwest Parks & Monument Association (SPMA)**

**employees:** SPMA, the cooperating association at Hubbell Trading Post NHS, runs a large operation. The SPMA manager/trader functions not only as the operator of this institution but also serves in the historic role of Indian trader. This position requires a unique individual – someone who understands the Navajo language and culture and knows how to deal in the arts and crafts business.

The manager/trader supervises a staff of 12 full-time and 6 part-time employees (The SPMA staff who work at the visitor center desk are guided by the Chief Ranger). Most of the SPMA employees work at the trading post which makes more than \$2,500,000 in annual gross sales. The weavers in the visitor center are also paid by SPMA. All SPMA employees except the weavers wear SPMA casual uniforms.



*SPMA employee staffing the visitor center information desk*

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## **E. Personal Services**

**1. Trading Post:** Stationed inside each of the trading post rooms are two or three SPMA employees to make sales and answer basic visitor questions. On occasion, a uniformed NPS ranger is stationed inside the trading post to greet visitors, orient them to the trading post, provide historical information, and answer questions. When tours of the Hubbell Home are about to begin, announcements are usually made in the trading post.

**2. Hubbell Home:** Depending on the season and/or the staffing level, ½-hour tours of the Hubbell Home are usually offered on a guided basis. On occasion, tours are offered on an “open house” basis where a ranger gives a brief introduction, then allows visitors to look inside the rooms off the main hallway on their own. In winter, tours are given on request. During the busier seasons, regularly scheduled tours are offered on the hour from 10 a.m. to 4 p.m.

**3. Visitor Center:** When visitors enter the visitor center, they are greeted by an NPS ranger (or by an SPMA employee, or by a volunteer) stationed behind the information desk. Rangers announce when their guided tours of the Hubbell Home begin in the visitor center lobby. Although orientation is minimal, visitor questions are answered at the information desk.

**4. Arts and Crafts:** SPMA employs three Navajo women to weave rugs at looms in the visitor center. Also – on an intermittent basis – SPMA may hire a silversmith or other artists. Since SPMA pays these employees an hourly wage and provides materials, the completed rugs and other arts and crafts belong to SPMA and are sold at the trading post.

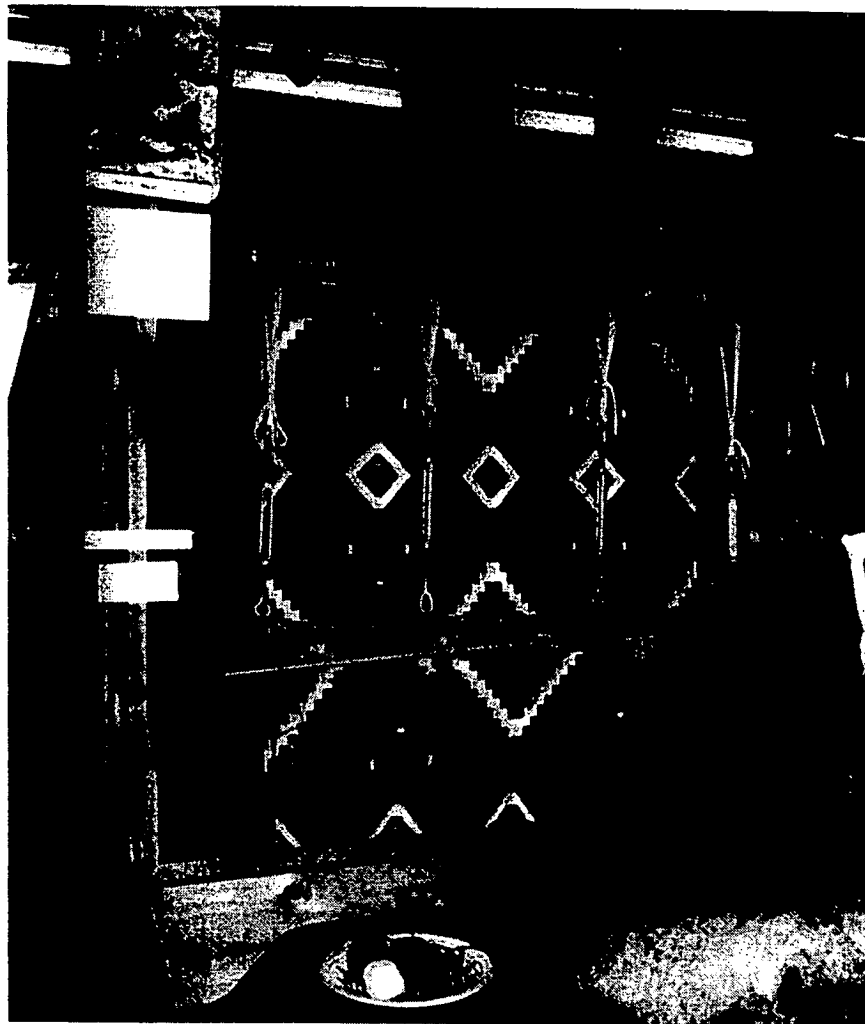
**5. Historic Grounds:** Some visitors take time to walk around the historic grounds. Most walk up the gravel parking lot to the barn and corrals; a smaller percentage go behind the trading post, house, and barn to see the

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### E. Personal Services (continued)

the NPS-produced park folder. During good weather, rangers lead tours of the grounds or contact visitors exploring the grounds on "roving duty".

**6. Special Events:** The interpretive staff – with assistance from the Friends of Hubbell Trading Post group – organizes the following special events: the Summer Solstice Evening Event in June, the Old Time Trading Day in August, and the Christmas Open House in December. Future events being considered are a Navajo Rug Auction, an Artists in Residence Program, and a Traveling Trunk Program.



*Navajo rug weaver in the visitor center*

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## **F. Visitation Patterns**

**1. Annual Visitation, 1968-97:** According to the park's visitation records, the annual totals are listed below:

1968 - 50,200	1978 - 67,100	1988 - 153,000
1969 - 50,800	1979 - 73,500	1989 - 177,500
1970 - 77,300	1980 - 110,900	1990 - 180,923
1971 - 77,200	1981 - 169,200	1991 - 212,938
1972 - 71,700	1982 - 166,100	1992 - 237,097
1973 - 72,100	1983 - 151,900	1993 - 255,774
1974 - 73,600	1984 - 149,400	1994 - 241,597
1975 - 67,700	1985 - 125,100	1995 - 242,922
1976 - 62,600	1986 - 143,400	1996 - 257,707
1977 - 71,400	1987 - 136,600	1997 - 269,536

NOTE: It appears that a change occurred in the method of collecting visitation data in 1980 and/or 1981, as the total park visitation jumped from 73,500 to 169,200 in two years.

## **F. Visitation Patterns (continued)**

**2. Monthly Visitation, 1996:** The statistics below are listed month-by-month for 1996 with columns for total visitation (which includes both non-recreational and recreational visitors), those who entered the visitor center, and those who toured the Hubbell Home on either a regular house tour or an "open house" basis. (In May 1997, the "open house" tours were discontinued.)

<u>Month</u>	<u>Total Vis.*</u>	<u>Visitor Center</u>	<u>Hubbell Home Tours</u>	
			<u>Open H'se</u>	<u>Reg Tours</u>
January	10,359	1,216	237	30
February	11,142	1,925	558	54
March	17,741	4,892	2,238	111
April	25,914	7,710	3,378	135
May	26,070	8,035	2,277	345
June	31,706	8,856	3,122	577
July	30,220	8,997	2,455	563
August	29,645	9,090	3,055	548
Sept.	27,708	7,679	2,208	752
October	24,400	6,592	2,156	702
November	11,276	2,107	793	0
December	<u>6,942</u>	<u>1,393</u>	<u>491</u>	<u>0</u>
<b>Totals:</b>	<b>257,707*</b>	<b>68,492</b>	<b>22,968</b>	<b>3,817</b>

\*Of the 257,707 visitors in 1996, about 65% (about 170,000 visitors) were local, non-recreational visitors. Recreational visitation was approximately 88,000 in 1996. A visitor survey is needed in the near future to help determine the park's recreational visitation versus the local non-recreational visitation statistics, and to help identify the park's audience and their needs.

Of the approximately 88,000 recreational visitors in 1996, the vast majority drove their own vehicles, while about 10% arrived on tour buses. It is assumed that the majority of the recreational visitors stopped at Hubbell Trading Post NHS while traveling to or from Grand Canyon National Park, Petrified Forest National Park, or Canyon de Chelly National Monument. More than 85% of the recreational visitors came to the park between April and October.

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## IV. SIGNAGE RECOMMENDATIONS

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### A. Highway 264

**1. Issue:** The directional signs to Hubbell Trading Post NHS along state-maintained highways were replaced.

The signs produced in the 1970s by the Arizona Department of Transportation (ADOT) for local highways were updated or replaced in 1997.

**Consensus Recommendation:** Park management should monitor the new signs and communicate with ADOT officials if new signs are damaged.

**2. Issue:** Many visitors are confused when turning off Highway 264 into the park entrance. First-time visitors often brake hard to make the turn, and if they miss the turn, some motorists stop and back up.

**Consensus Recommendation:** For the short-term, replace the one current sign opposite the park entrance road with two larger signs – one about 50 yards east of the park entrance, and the second sign placed west of the park entrance near the bridge. A long-term solution may be to coordinate with ADOT to widen Highway 264.

### B. Entrance Road

**1. Issue:** The visual quality of the park entry area needs improvement. The recently built houses and maintenance buildings are very prominent near the park entrance.

**Consensus Recommendation:** Implement the existing Landscape Plan to help screen these new structures.

**2. Issue:** Some visitors are confused as they approach the parking area. First-time visitors don't recognize the visitor center, are unsure where to park their vehicles, and don't know which building is the Trading Post.

**Consensus Recommendation:** Erect a white-on-brown wooden sign along the entrance road just past the second speed bump that points out the Visitor Center ⇒, ⇐ Parking ⇒, and Trading Post ↑. On the reverse side of this sign (facing the Trading Post), add labels and arrows for the ⇐ Visitor Center and ⇐ Rest Rooms.

### C. Parking Area

**1. Issue: Employee vehicles take up spaces next to the Trading Post.** Some of the vehicle congestion around the Trading Post in spring and summer is due to NPS and SPMA employee vehicles (about 6 SPMA and 2 NPS).

**Consensus Recommendation:** Encourage employees who live in park housing to walk to work, and designate a section of the gravel parking area to the far right or far left of the Trading Post entrance as employee parking for commuters.

**2. Issue: Visitors' vehicles obscure the entrance area to the Trading Post.** Visitors' vehicles parked in front of the Trading Post frequently obscure its entrance door.

**Consensus Recommendation:** Consult with the DNA Accessibility Coordinator to determine the ADA (Americans with Disabilities Act) requirements for marking accessible spaces in front of the Trading Post. Consider the feasibility and determine the flexibility within ADA requirements in marking these parking spaces so as not to mar the historic scene.



*From the time the park opens at 8 a.m., vehicles usually crowd and obscure the entrance to the trading post.*

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#### D. Buildings and Grounds

**1. Issue: Sign on door to the Trading Post detracts from the setting.** The white-on-brown sign on the front door of the Trading Post that states "Entrance Open 8 a.m. - 5 p.m." is not necessary since the "Park Hours" are posted at the park gate which is locked every night.

**Consensus Recommendation:** Put this sign on hooks and place it on the door only when the site/post is closed.

**2. Issue: Many visitors do not walk around the historic grounds.** It is not obvious to visitors that they are allowed past the Hubbell Home to explore the grounds.

**Consensus Recommendation:** Place a "Welcome" sign (or other wording to be determined by the park staff) to be hung on the gate near the Hubbell Home and this sign could have "Closed" -- or other wording -- on its reverse side that a park ranger could change at about 5 p.m. This same type of sign could also be hung on the narrow gate located along the parking area just before the barn.



*This historic gate often hinders visitors from visiting the grounds behind the Trading Post.*



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## **E. General Signage Concerns**

**1. Issue: Most visitors do not realize that Hubbell Trading Post is a National Park Service area.** Even though there is an NPS arrowhead logo on the park entrance sign as well as NPS arrowheads on the signs mounted on the pedestrian bridge from the parking lot to the visitor center, many visitors do not notice these or do not relate this logo with the National Park Service. (One of the most frequently asked questions at the visitor center is "Who owns the Trading Post today?")

**Consensus Recommendation:** First, add a large NPS arrowhead to the new directional sign recommended for the entrance road to reinforce this agency logo. Second, print a small card or bookmark with an NPS message to be put in the paper bag with each SPMA sale (might also consider coordinating with SPMA to print a stronger NPS message on their bags). **NOTE:** A balance must be established in assuring NPS identity with Hubbell Trading Post NHS. While it is politically important that the NPS gets credit for operating the site, it is also important that our NPS identity not impose on the historic scene.

**2. Issue: All the current park signs are in English only.** Except for the visitor center's "Welcome" sign – which is also in Navajo – the park signs are only in English.

**Consensus Recommendation:** Produce park signs in both English and Navajo when practical. **NOTE:** Although the Navajo language is not often written or read, this effort may help make the site more meaningful to the local community and improve relations with local customers.

## **V. INTERPRETIVE MEDIA RECOMMENDATIONS**

### **A. Publications**

**1. Issue: The supply of Grounds Booklets printed by SPMA is about to run out.** The supply of self-guiding grounds booklet that was printed by SPMA (and sold for \$1.00) is almost out of stock. A reprint with no corrections may cause the price to rise to \$2.00. If corrections or improvements are made, the cost may go to \$3.00 or more. The park folder was recently redesigned, and now includes a panel that orients visitors to the buildings and grounds.

**Consensus Recommendation:** Park management should discuss with SPMA officials the costs for reprinting (either "as is" or with revisions) the existing SPMA self-guiding booklet, then decide its future. To supplement this SPMA sales item, the park staff should produce a "site bulletin" as a free handout to guide visitors around the homestead grounds. (In 1997, HFC reprinted its unigrid park folder and updated its orientation panel to include the visitor center and improve the labels). SPMA or the park should consider contracting for a new aerial oblique piece of art of the grounds from the perspective of (and including) the entrance road/visitor center to be used on all future publications for orienting visitors – the SPMA booklet, the HFC folder, and the park-produced site bulletin.

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## **B. Indoor Exhibits**

**1. Issue: The current visitor center's functions do not work well together.** The visitor center presently contains an eclectic group of exhibits, an interactive computer station, a sales display area for SPMA materials, and space for Native American cultural demonstrations.

**Consensus Recommendation:** Consult with a professional designer to re-design the visitor center. The visitor center should function (in priority order) as: 1) a cultural demonstration area, 2) an SPMA sales area, and 3) an information and orientation station. The new design of the visitor center needs to visually blend the demonstration areas, front desk functions, and a book sales area. Also, discuss with SPMA the idea of re-designing their sales display area. If SPMA's postcards and books currently for sale in the trading post are brought up to the visitor center, these additional sales items will require a larger SPMA sales area in the visitor center.

**2. Issue: Current exhibits lack a strong central theme.**

**Consensus Recommendation:** If exhibits remain part of the future of the visitor center, they should tell the story of the Navajo culture: past and present. Consider getting advice from the weavers and the Navajo Nation Museum.

**3. Issue: Storage space is a major issue in the visitor center and throughout the park.** Currently, space is taken up in the visitor center/administration building with SPMA stock storage, SPMA weavers' break area, and NPS offices.

**Consensus Recommendation:** Consult with a professional space planner. Consider modular exhibit units in the visitor center to use limited space effectively. Use the modular residence on Dorothy Drive for storage. Use the Manager's Residence for either administrative or interpretive offices.

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### **C. Historic Furnishings**

#### **1. Issue: Hubbell Trading Post still conducts business.**

The interior of the Hubbell Trading Post building is unusual because it is a historic resource that continues to function as an active trading post. Throughout the building's three rooms, sales items are displayed side-by-side with historic artifacts. Most of these artifacts are within reach of visitors and subject to damage or theft.

**Consensus Recommendation:** Apply for a Cultural Resource project to acquire a Historic Furnishings Plan that would list the most appropriate artifacts to put on display at Hubbell Trading Post and recommend operational guidelines for an appropriate mix of sales items while maintaining its historic character.

#### **2. Issue: Artifacts are displayed outside the trading post.**

Outside the side door of the trading post is an army ambulance wagon (ca. 1874) – one of only a handful to survive today. Roman Hubbell bought this wagon at an auction and used it as a tourist attraction; a historic photograph shows it displayed at this location. At one time a historic gas pump was displayed outside the trading post entrance; today the pump is in storage.

**Consensus Recommendation:** Apply for a Cultural Resource project to acquire a Historic Furnishings Plan that would list appropriate artifacts to display outside the trading post and recommend curatorial measures to preserve them.

#### **3. Issue: The interior of the Hubbell Home displays a progression of time periods.**

The Hubbell Home interior mostly reflects the tastes of Dorothy Hubbell when she lived here from 1920 to 1967, as well as her memory of the house when John Lorenzo Hubbell lived here in the 1920s. Some modern items like Dorothy's television have been removed, and most of the smaller artifacts have been put in storage.

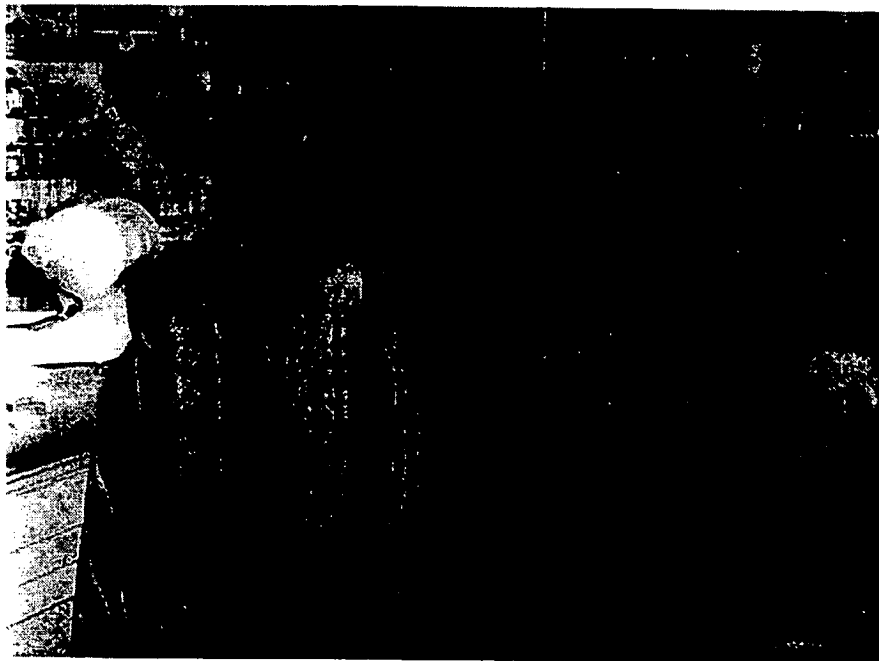
**Consensus Recommendation:** Apply for a Cultural Resource project to revisit the existing Historic Furnishings Plan that documents the house furnishings and changes that have occurred over time. Then with the new knowledge and historic furnishing concepts, refurnish the Hubbell Home.

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### C. Historic Furnishings (continued)

**4. Issue: Artifacts are displayed inside and outside the historic outbuildings.** The historic site's outbuildings (barn, corrals, coops, oven, hogans) need research on the appropriate furnishings to display inside and implements to display outside.

**Consensus Recommendation:** Apply for a Cultural Resource project to acquire Historic Furnishings Plans that would document the furnishings inside the park's outbuildings and the wagons, etc. outside.



*The trading post "bullpen" (above) in 1949. Except for a change of stove and products on the shelves, this room remains the same.*

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## VI. PERSONAL SERVICES RECOMMENDATIONS

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### A. Trading Post

**1. Issue: There is little NPS presence in the Trading Post.** While in the trading post, visitors will often see six to ten SPMA employees, but no park rangers. Most visitors will have contact with a park ranger only if they go to the visitor center or tour the Hubbell Home.

**Consensus Recommendation:** Station a ranger in the trading post or out front during busy seasons to greet/orient visitors. Provide roving interpretation throughout the historic site, including within the trading post.

**2. Issue: SPMA employees need interpretive training.** SPMA employees are excellent with sales assistance, but do not provide other information to visitors unless asked.

**Consensus Recommendation:** Provide interpretive materials and annual training on "Visitor Service" and "NPS Orientation" to NPS rangers and SPMA employees.

**3. Issue: The Trading Post often becomes congested, making conditions uncomfortable for both visitors and staff.** Visitors enter the trading post through its front door and – even after visiting the jewelry room and rug room – usually leave by the front door, too. Also, of SPMA's annual sales, about 98% are made in the trading post with only 2% in the visitor center. During the busy seasons, this situation causes a lot of congestion.

**Consensus Recommendation:** Remove some modern sales racks from the jewelry room to improve visitor flow and encourage visitors to leave through the side door. Move all the postcard racks and those books not related to Hubbell or Navajo history to the SPMA sales area in the visitor center.

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## **B. Hubbell Home**

**1. Issue: Tours of the Hubbell Home lack connection with the entire homestead.** Interpretation concentrates on the home and family without tying them into their role in the operation of the homestead and trading post.

**Consensus Recommendation:** Try out a variety of tour options. The primary tour may include the Hubbell Home as part of a Hubbell Homestead tour so that visitors get a sense of the entire Trading Post operation. Short tours of the home only might be made available between the Hubbell Homestead tours if staffing permits. Other tour variations should be developed by interpretive staff and tested for effectiveness.

**2. Issue: Tour availability through the Hubbell Home is limited.** The Hubbell Home's annual carrying capacity is about 29,000 visitors, and about 25,000 (of the approximately 85,000 recreational visitors) toured the home in 1996. It is simply not possible for all visitors to tour the Hubbell Home (but all of them can – and do – visit the trading post which is the primary resource). Depending on the season or staffing level, tours of the Hubbell Home could be offered on a "guided" or "open house" basis.

**Consensus Recommendation:** Explore the options of offering tours of the Hubbell Home on a fee basis (perhaps \$1.00 per adult) through the NPS fee program, SPMA employees, or contract Navajo licensed guides. Funds collected could be used to hire more seasonal employees.

**3. Issue: Interpretation of the Hubbell Home attempts to explain its many periods of historic furnishings.** When Dorothy Hubbell sold the Trading Post to the National Park Service in 1965, the Hubbell Home reflected 60 years of changes made by John Lorenzo Hubbell and later family members. Today, the house and its interpretation still reflect this "continuum of history."

**Consensus Recommendation:** Apply for a Cultural Resource project to acquire a Historic Furnishings Plan to determine the historic furnishings to be displayed. Interpret the house using broad themes, not the periods of the historic furnishings. (see page 30 for a similar recommendation)

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#### Hubbell Home (continued)

**4. Issue: Rangers need a place to begin their tours that allows visitors to sit.** Currently, rangers have no place in the Hubbell Home to introduce their tours or to allow visitors to sit. Visitors often get tired of standing.

**Consensus Recommendation:** Consider introducing seating somewhere in the house to encourage visitors to linger, to gather for their tour, or receive orientation. Or consider seating on the front porch and shorter tour lengths.

**5. Issue: Hubbell Home tours are not presented in the Navajo language.** About two-thirds of all park visitors are local, non-recreation "customers," and the majority of these are Navajo. Many Navajos have never been on a ranger-led tour of the Hubbell Home or historic grounds.

**Consensus Recommendation:** Offer tours in the Navajo language when a Navajo speaking interpreter is available.



*The main hall of the Hubbell Home*



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### **C. Visitor Center**

**1. Issue: Staffing at the information desk by SPMA employees may need to be increased.** The information desk is currently staffed by either a park ranger, an SPMA employee, or a volunteer. If the recommendation of stationing a ranger in the trading post is implemented, the amount of time a park ranger is available for desk duty in the visitor center will be reduced. Also, if the recommendation of moving some SPMA sales items from the trading post to the visitor center is implemented, more SPMA employee time may be needed to handle increased sales here.

**Consensus Recommendation:** Park management to discuss this situation with SPMA officials to suggest increasing SPMA staff at this desk or use IDA funds to annually hire a seasonal SPMA staff person.

**2. Issue: Usually, only weavers demonstrate their skills in the visitor center.** Currently, three weavers are employed by SPMA to weave in the visitor center. A booth for a silversmith is temporarily filled with exhibits.

**Consensus Recommendation:** Consider hiring local Navajo people on a rotating basis to perform other demonstrations such as making weaving tools, moccasins, pottery, basketry, cradle boards, or dye charts. These demonstrators could be contracted through SPMA.

### **D. Grounds**

**1. Issue: Interpretation of the historic grounds is only offered on an intermittent basis.** Currently, park rangers provide some interpretation while performing roving duties on the homestead grounds.

**Consensus Recommendation:** Develop a variety of scheduled ranger-led tours of the homestead and its role within the local community. These tours could include the Hubbell Home along with the barn, corrals, fields, and out-buildings as well as plant identification and bird watching.

## VII. STAFFING NEEDS AND COSTS

### A. Current Level

In FY 1996, the park's Division of Interpretation had three permanent full-time positions and one seasonal. The staffing in FY 1997 initially looked to be the same until the prospect of filling the seasonal position became questionable by the early spring of 1997. Then one of the permanent rangers transferred in May and that position's lapse money was used to hire two summer seasonals. By the end of FY 1997, the Chief Ranger had also transferred to another park. However, based on FY 1996 budget and the initial projections for FY 1997, the following figures represent the current level of staffing:

<u>Position</u>	<u>Type of Position</u>	<u>FTEs</u>
Chief Ranger	Permanent, full-time, year-round	1.0
Park Ranger #1	Permanent, full-time, year-round	1.0
Park Ranger #2	Permanent, full-time, year-round	1.0
Seasonal #1	Temporary, full-time, April-Oct.	<u>0.6</u>
	NPS employees	3.6
SPMA Empl in VC	Permanent, full-time, year-round	1.0
SPMA Empl in VC	Temporary, part-time, year-round	<u>0.4</u>
	SPMA employees in VC	1.4

FY 1997 Budget Levels: \$120,000(?) ONPS funds  
\$ 35,000(?) SPMA funds

Typical Spring/Summer Bi-weekly Schedule:

<u>Staff</u>	<u>SU</u>	<u>MO</u>	<u>TU</u>	<u>WE</u>	<u>TH</u>	<u>FR</u>	<u>SA</u>	<u>SU</u>	<u>MO</u>	<u>TU</u>	<u>WE</u>	<u>TH</u>	<u>FR</u>	<u>SA</u>
Chief	X	X	A	A	A	A	A	X	X	A	A	A	A	A
Rgr#1	A	A	B	B	B	X	X	A	A	B	B	B	X	X
Rgr#2	B	B	C	X	X	B	B	B	B	C	X	X	B	B
Seas.1	C	C	X	X	C	C	C	C	C	X	X	C	C	C
SPMA1	X	S	S	S	S	S	X	X	S	S	S	S	S	X
SPMA2	S	X	X	X	X	X	S	S	X	X	X	X	X	S

\*See next page for outlines of A, B, C, and S schedules

## A. Current Level (continued)

### Typical Spring/Summer Daily Schedule

(Ranger Schedules are A, B, C, and SPMA Schedule is S:

Time	A	B	C	S
7:30	XXXX	Open	XXXX	XXXX
8:00	XXXX	Open	XXXX	VC Desk
8:30	XXXX	Garden	XXXX	VC Desk
9:00	XXXX	Tr. Post	Project	VC Desk
9:30	Project	Tr. Post	Project	VC Desk
10:00	VC Desk	H. Walk	Tr. Post	SPMA
10:30	VC Desk	H. Walk	Tr. Post	SPMA
11:00	Tr. Post	Project	HH Tour	VC Desk
11:30	Tr. Post	Project	HH Tour	VC Desk
12:00	HH Tour	LUNCH	VC Desk	LUNCH
12:30	HH Tour	LUNCH	VC Desk	LUNCH
1:00	LUNCH	HH Tour	LUNCH	VC Desk
1:30	LUNCH	HH Tour	LUNCH	VC Desk
2:00	Int. Talk	Roving	Tr. Post	VC Desk
2:30	Int. Talk	Roving	Tr. Post	VC Desk
3:00	Tr. Post	VC Desk	H. Walk	SPMA
3:30	Tr. Post	VC Desk	H. Walk	SPMA
4:00	Project	HH Tour	Tr. Post	VC Desk
4:30	Project	HH Tour	Tr. Post	VC Desk
5:00	Tr. Post	XXXX	VC Desk	XXXX
5:30	Tr. Post	XXXX	VC Desk	XXXX
6:00	Closing	XXXX	XXXX	XXXX

### TOTALS: (4 employees X 8 hours = 32 hours/day)

Visitor Center Info. Desk:	10 hours (6-SPMA; 4-NPS)
Trading Post Orientation	7 hours (9 am -12 pm; 2 - 6 pm)
Hubbell Home Tours	4 hours (11 am - 2pm; 4 - 5 pm)
Historic Grounds Walk	2 hours (10 - 11 am; 3 - 4 pm)
Interpretive Talk	1 hour (2 - 3 pm)
Roving Contact Time	1 hour (2 - 3 pm)
Project Time	3 hours
SPMA Duties Time	2 hours
Open, Close, & Garden	<u>2 hours</u>
	32 hours

NOTE: On Wednesdays and days with only 3 employees there would be no project time, roving, walks, or talks.

## B. Core Level

The staffing level at Hubbell Trading Post NHS's Division of Interpretation has dwindled over the past decade to its current status of three permanent full-time rangers and one seasonal. As shown on the previous two pages, the current staffing level does not meet the NPS policy of a "level of interpretation that is core to the mission of the park." To provide visitor access to all interpretive offerings on a daily basis, the Division of Interpretation needs to be funded at a level that ensures at least four NPS park rangers are on duty seven days/week through the spring and summer seasons.

<u>Position</u>	<u>Type of Position</u>	<u>FTEs</u>	<u>Chief</u>
Ranger	Permanent, full-time, year-round	1.0	
Park Ranger #1	Permanent, full-time, year-round	1.0	
Park Ranger #2	Permanent, full-time, year-round	1.0	
<b>Park Ranger #3</b>	<b>Permanent, full-time, year-round</b>	<b>1.0</b>	
Seasonal #1	Temporary, full-time, April-Oct.	0.6	
<b>Seasonal #2</b>	<b>Temporary, full-time, April-Oct.</b>	<b>0.6</b>	
(NOTE: <b>Bold</b> indicates additional positions)		NPS: 5.2	

SPMA Empl in VC	Permanent, full-time, year-round	1.0
SPMA Empl in VC	Seasonal, part-time, year-round	<u>0.6</u>
(NOTE: <b>Seasonal has increased by 0.2 FTE</b> )		SPMA: 1.6

"Core" Budget Levels:      \$165,000(?) ONPS funds  
                                      \$ 40,000(?) SPMA funds

Typical Spring/Summer Bi-weekly Schedule:

<u>Staff</u>	<u>SU</u>	<u>MO</u>	<u>TU</u>	<u>WE</u>	<u>TH</u>	<u>FR</u>	<u>SA</u>	<u>SU</u>	<u>MO</u>	<u>TU</u>	<u>WE</u>	<u>TH</u>	<u>FR</u>	<u>SA</u>
Chief	X	A	A	A	A	A	X	X	A	A	A	A	A	X
Rgr#1	A	B	B	B	X	X	A	A	B	B	B	X	X	A
Rgr#2	B	C	X	X	B	B	B	B	C	X	X	B	B	B
Rgr#3	C	D	C	C	C	X	X	C	D	C	C	C	X	X
Seas.1	X	X	D	D	D	C	C	X	X	D	D	D	C	C
Seas.2	D	E	E	X	X	D	D	D	E	E	X	X	D	D
SPMA1	X	S	S	S	S	S	X	X	S	S	S	S	S	X
SPMA2	S	X	X	X	X	S	S	S	X	X	X	X	S	S

## **B. Core Level (continued)**

### **Typical Spring/Summer Daily Schedule**

(Ranger Schedules are A, B, C, D and SPMA Schedule is S:

Time	A	B	C	D	S
7:30	XXXX	Open	XXXX	XXXX	XXXX
8:00	XXXX	Garden	XXXX	Project	Desk
8:30	XXXX	Garden	XXXX	Project	Desk
9:00	XXXX	HH Tour	Project	Tr. Post	Desk
9:30	Project	HH Tour	Project	Tr. Post	Desk
10:00	H. Walk	Tr. Post	VC Desk	HH Tour	SPMA
10:30	H. Walk	Tr. Post	VC Desk	HH Tour	duties
11:00	Project	Roving	HH Tour	Tr. Post	Desk
11:30	Project	Roving	HH Tour	Tr. Post	Desk
12:00	HH Tour	LUNCH	Tr. Post	LUNCH	Desk
12:30	HH Tour	LUNCH	VC Desk	LUNCH	Lunch
1:00	LUNCH	VC Desk	LUNCH	HH Tour	Lunch
1:30	LUNCH	Tr. Post	LUNCH	HH Tour	Desk
2:00	Int. Talk	Project	HH Tour	Tr. Post	Desk
2:30	Int. Talk	Project	HH Tour	Tr. Post	Desk
3:00	Tr. Post	HH Tour	VC Desk	H. Walk	SPMA
3:30	Tr. Post	HH Tour	VC Desk	H. Walk	duties
4:00	HH Tour	Project	Tr. Post	Roving	Desk
4:30	HH Tour	XXXX	Tr. Post	Roving	Desk
5:00	VC Desk	XXXX	HH Tour	XXXX	XXXX
5:30	VC Desk	XXXX	HH Tour	XXXX	XXXX
6:00	Closing	XXXX	XXXX	XXXX	XXXX

### **TOTALS:** (5 employees X 8 hours = 40 hours/day)

Visitor Center Info. Desk:	10 hours (6-SPMA; 4-NPS)
Trading Post Orientation	7 hours (9 am -12 pm; 1 - 5 pm)
Hubbell Home Tours	9 hours (9 am - 6 pm)
Historic Grounds Walk	2 hours (10 - 11 am; 3 - 4 pm)
Interpretive Talk	1 hour (2 - 3 pm)
Roving Contact Time	2 hours (11 am -12 pm; 4 - 5 pm)
Project Time	5 hours
SPMA Duties Time	2 hours
Open, Close, & Garden	<u>2 hours</u>
	40 hours

NOTE: On Mondays and Tuesdays a 5th ranger is available for Outreach Programs or Special Events' preparation.

### C. Expanded Level

Any staff beyond the Division of Interpretation's "core" level as shown on the previous two pages would be considered an "expanded" level. With the addition of one FTE beyond the core level, the expanded level would allow the Chief Ranger more project time to organize special events as well as time for the other park rangers to develop outreach, education, and other interpretive programs.

<u>Position</u>	<u>Type of Position</u>	<u>FTEs</u>	<u>Chief</u>
Ranger	Permanent, full-time, year-round	1.0	
Park Ranger #1	Permanent, full-time, year-round	1.0	
Park Ranger #2	Permanent, full-time, year-round	1.0	
Park Ranger #3	Permanent, full-time, year-round	1.0	
<b>Park Ranger #4</b>	<b>Permanent, full-time, year-round</b>	<b>1.0</b>	
Seasonal #1	Temporary, full-time, April-Oct.	0.6	
Seasonal #2	Temporary, full-time, April-Oct.	<u>0.6</u>	
(NOTE: <b>Bold</b> indicates additional position)		NPS: 6.2	

SPMA Empl in VC	Permanent, full-time, year-round	1.0
SPMA Empl in VC	Seasonal, part-time, year-round	<u>0.6</u>
SPMA employees in VC:		1.6

"Expanded" Budget Levels: \$195,000(?) ONPS funds  
\$ 40,000(?) SPMA funds

Typical Spring/Summer Bi-weekly Schedule:

<u>Staff</u>	<u>SU</u>	<u>MO</u>	<u>TU</u>	<u>WE</u>	<u>TH</u>	<u>FR</u>	<u>SA</u>	<u>SU</u>	<u>MO</u>	<u>TU</u>	<u>WE</u>	<u>TH</u>	<u>FR</u>	<u>SA</u>
Chief	X	A	A	A	A	A	X	X	A	A	A	A	A	X
Rgr#1	A	B	B	B	X	X	A	A	B	B	B	X	X	A
Rgr#2	B	C	X	X	B	B	B	B	C	X	X	B	B	B
Rgr#3	C	D	C	C	C	X	X	C	D	C	C	C	X	X
Rgr#4	X	Outreach Programs					X	X	Outreach Programs					X
Seas.1	X	X	D	D	D	C	C	X	X	D	D	D	C	C
Seas.2	D	E	E	X	X	D	D	D	E	E	X	X	D	D
SPMA1	X	S	S	S	S	S	X	X	S	S	S	S	S	X
SPMA2	S	X	X	X	X	S	S	S	X	X	X	X	S	S

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## VIII. PARTNERSHIPS

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### **A. Southwest Parks & Monument Association (SPMA):**

Since 1967, selling, buying, and trading at Hubbell Trading Post have been operated by Southwest Parks & Monument Association whose offices are in Tucson, Arizona. SPMA is a non-profit cooperating association that donates its profits -- after paying wages and expenses -- to its host parks.

The SPMA branch at Hubbell Trading Post is unusual compared to other parks' SPMA operations because:

- 1) the average amount of money each visitor spends here is much higher (about \$10 per visitor) than other branches; and,
- 2) SPMA trader/manager continues the tradition of buying, trading, and selling Native American arts and crafts. The trader/manager is challenged to maintain a balance between the historic scene and modern needs, local economics, and the business practices required by SPMA headquarters.

SPMA not only operates the trading post within its historic traditions, but also hires Navajo weavers to demonstrate their skills, encourages its sales clerks to provide basic visitor information, and offers a wide variety of publications that interpret the park's history.

**B. Navajo Nation Tribal Government:** The Navajo Nation is on the brink of experimenting with a number of economic and tourism options. Hubbell Trading Post NHS has initiated discussions with the Navajo Department of Tourism to collaborate on commercial ventures that will serve tourists. A private motel/RV park proposed for the Ganado area -- as well as other viable economic development in the community -- may have potential for collaboration with the park staff.

The park staff has also initiated -- in cooperation with the Navajo Nation Environmental Protection Agency -- a riparian enhancement and stream channel rehabilitation project along the Pueblo Colorado Wash which traverses the park. One of the project's goals is to use it as a demonstration area to educate local citizens about riparian conservation and restoration. The interpretive staff could be vital to this educational outreach program both on-site and off-site.

IX. IMPLEMENTATION

A. Cost Estimates/Sources

1. Signage Recommendations (from Chapter IV)

<u>Issue/Consensus Recommendation</u>	<u>Est. Costs</u>	<u>Source</u>
Replace HUTR signs on local highways	\$0	ADOT
Implement entrance Landscape Plan	\$10,000	ONPS
Erect new sign along entrance road	\$3,000	ONPS
Manage employee parking situation	negligible	ONPS
Research Trading Post's accessibility needs	___	OPNS
Consider future of the Trading Post door sign	\$0	SPMA
Make "Welcome" signs for two gates	negligible	ONPS
Replace "NPS message" for SPMA sales	negl'ble	SPMA
Consider which signs in English and Navajo	___	ONPS

2. Interpretive Media Recommendations (fr. Chapter V)

<u>Issue/Consensus Recommendation</u>	<u>Est. Costs</u>	<u>Source</u>
Reprint the SPMA "Grounds" Booklet	___	SPMA
Consider a "Grounds" Site Bulletin	negligible	ONPS
Improve HFC folder's orient. panel	negligible	HFC-P
Arrange for aerial-oblique art of HUTR	___	SPMA
Re-design the visitor center book sales area	___	SPMA
Devise/complete a parkwide Storage Plan	___	ONPS

B. Responsibilities/Target Dates

1. Signage Recommendations (from Chapter IV)

<u>Responsible Person(s)</u>	<u>Working With</u>	<u>Target Date</u>
Randy Davis/L. Woody	Arizona DOT officials	3/98
Nancy Stone/L. Woody	DSC Landsc. Architects	9/98
Nancy Stone/L. Woody	HUTR Interpretive staff	11/98
Nancy Stone	HUTR staff; SPMA staff	3/98
Nancy Stone/Chief Rgr	SO Access. Coordinator	5/98
Nancy Stone/Bill Malone	HUTR Maintenance staff	3/98
Nancy Stone/Chief Rgr	HUTR Maintenance staff	4/98
Bill Malone/Chief Ranger	SPMA Headquarters	4/98
Nancy Stone/L. Woody	HUTR Maintenance staff	9/99

2. Interpretive Media Recommendations (from Chap. V)

<u>Responsible Person(s)</u>	<u>Working With</u>	<u>Target Date</u>
Nancy Stone/Chief Rgr	SPMA Headquarters	2/98
Chief Ranger	HUTR Interpretive staff	4/98
Nancy Stone/Chief Rgr	HFC Div. of Publications	9/97
Nancy Stone/Chief Rgr	SPMA Home Office	9/98
Nancy Stone/Bill Malone	SPMA Home Office	7/98
Nancy Stone	HUTR staff; SPMA staff	9/99



**A. Cost Estimates/Sources (continued)**

**2. Interpretive Media Recommendations (from Chap. V)**

<u>Issue/Consensus Recommendation</u>	<u>Est. Costs</u>	<u>Source</u>
Decide on future of VC exhibits	\$5,000	ONPS
Historic Furnishings Plan: TP interior	\$42,000	Cult Res.
Historic Furnishings Plan: TP exterior	\$ 6,000	Cult Res.
Historic Furnishings Plan: Hubbell Home	\$42,000	Cult Res.
Historic Furnishings Plan: H. Homestead	\$32,000	Cult Res.

**3. Personal Services Recommendations (from Chap. VI)**

<u>Issue/Consensus Recommendation</u>	<u>Est. Costs</u>	<u>Source</u>
Station a ranger in the Trading Post	_____	ONPS
"Visitor Service" training for SPMA	_____	ONPS
Move some items to help TP visitor flow	_____	SPMA
Experiment with Interp Tour options	_____	ONPS
Explore "fee tours" of Hubbell Home	_____	SPMA/NPS
Consider one HH room as "orientation area"	_____	ONPS
Offer tours of Hubbell Home in Navajo	_____	ONPS
Increase SPMA staff at VC info. Desk	_____	SPMA
Consider hiring Navajos to make other arts	_____	SPMA
Develop interp. tours of the Homestead	_____	ONPS

**B. Responsibilities/Target Dates (continued)**

**2. Interpretive Media Recommendations (from Chap. V)**

<u>Responsible Person(s):</u>	<u>Working With:</u>	<u>Target Date</u>
Chief Ranger	SO and HFC-Exhibits	8/98
Ed Chamberlin	HFC-Historic Furnishings	9/99
Ed Chamberlin	HFC-Historic Furnishings	9/99
Ed Chamberlin	HFC-Historic Furnishings	9/99
Ed Chamberlin	HFC-Historic Furnishings	9/99

**3. Personal Services Recommendations (from Chap. VI)**

<u>Responsible Person(s):</u>	<u>Working With:</u>	<u>Target Date</u>
Chief Ranger	HUTR Interpretive staff	3/98
Chief Ranger/Bill Malone	HUTR staff; SPMA staff	3/98
Nancy Stone/Bill Malone	SPMA Headquarters	9/97
Chief Ranger	HUTR Interpretive staff	7/98
Nancy Stone/Bill Malone	HUTR staff; SPMA staff	6/99
Chief Rgr/Ed Chamberlin	HUTR Interp. & Curatorial	5/98
Chief Ranger/Geno Bahe	HUTR staff; SPMA staff	4/98
Chief Ranger/Bill Malone	HUTR staff; SPMA staff	3/98
Bill Malone	SPMA Headquarters	2/98
Chief Ranger	HUTR Interpretive staff	3/98

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## **X. APPENDICES**

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### **A. Research Needs**

- 1. Highway 264 Study**
- 2. ADA Accessibility Study**
- 3. Parkwide Security Survey**
- 4. Historic Furnishings Plan(s)**
- 5. Collections Management Plan**
- 6. Parkwide Storage Plan**
- 7. Visitor Center Exhibits/Sales Area Plan**
- 8. Visitor Services Project (University of Idaho)**

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## **B. Planning Team**

### **Hubbell Trading Post NHS**

Nancy Stone    Superintendent

Aleta Knight    Chief Ranger (to Carlsbad Caverns, 9/97)

Ed Chamberlin    Curator

Kathy Tabaha    Museum Technician

Randy Davis    Park Ranger (to Allegheny Portage, 5/97)

Geno Bahe    Park Ranger

### **Harpers Ferry Design Center**

Jack Spinnler    Interpretive Planner (Team Captain)

Bill Brown    Staff Curator, Historic Furnishings

Jim Mount    Exhibit Planner, Division of Exhibits

### **Intermountain Region**

Kim Sikoryak    Interpretive Specialist, Denver Office

Carol Kruse    Interpretive Specialist, Flagstaff Office

### **Partners and Neighbors**

Bill Malone    Trader/Manager, SPMA

Ailema Benally    Park Ranger, Canyon de Chelly Nat. Mon.

Clarinda Begay    Museum Curator, Navajo Nation Museum

Teresa Wilkins    Researcher, Univ. of New Mexico, Gallup

